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10 December 1963

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TO: Administrative Office of the Deputy Head or Senior Officer-in-Charge

SUBJECT: Records Management Career Service ✓

1. Problem:

To establish a career service for records managers in the Agency

2. Facts Bearing on the Problem

- a. The Agency has been unable to realize the fullest benefits from a comprehensive records management program due to a lack of qualified records managers at all levels of the organization.
- b. At least five to ten per cent of every budget in the agency goes for paperwork operations. In some research and development activity, it has been found that as much as 75% of every dollar was being spent on processing information.
- c. The extent of the problem is reflected in the following statement from the Task Force Report on Records Management of the First Hoover Commission in 1949 ".....record making and record keeping are the greatest consumers of salaries, space and equipment of all the housekeeping or service activities of the Federal Government." This was re-stated in a different way in the Paperwork Management Report of the Second Hoover Commission in 1955, "The enormous volume of paperwork imposed upon top Federal executive interferes with their basic responsibilities." And most recently the problem was stated this way by President Johnson, December 11, 1963, "Cut out excessive paperwork because it breeds overstaffing".

3. Discussion:

- a. Much work has been done in the field of Records Management since the First Hoover Commission (1947-1949). Many techniques have been developed and many improvements made in the record-keeping practices of the Federal Government. The National Archives and Records Service of the General Services Administration provide guidance, training and general records control schedules that may be used by all Federal Agencies and departments.
- b. The need then, is for a career service for qualified records managers in the Agency. The members of this career service at all levels of the Agency should administer all functions of records management, including records creation, maintenance and disposition. Records creation to include an effective program in forms, correspondence, reports and directives. Records maintenance to include files planning, files procedures and systems, mail operations, reproductions, filing equipment and supplies, and space for files. Records disposition to include the systematic cut-off of all files and the timely transfer from office to storage to preservation or destruction.
- c. This career service should be a decentralized staff administered and controlled by a central staff located organizationally in the Office of the Deputy Director for Administration. In order to carry out the management function required of them, the records managers in the operating elements like the central staff should not be a part of a service function, such as a mail or file operation.

Each major component should have a full-time records manager(s) and they should be attached to the administrative units of these components.

- d. The Agency Records Management Officer, which each Federal Agency or department must have in accordance with Executive Order 9784, should be the Chief of the Central Staff and the head of the Records Management Career Service. He should approve, supervise and rate the performance of all records managers in the Agency or delegate this responsibility to chiefs of area records management staffs.
- e. The records managers should have the following four criteria:
 1. Organization and method criteria - the records manager should be an organization and methods type of person. He must not be satisfied with the administrative status quo and have an inquiring mind. He should have the ability to ask the most searching questions in an unoffensive manner.
 2. Paperwork procedures criteria - the records manager should understand thoroughly the paperwork procedures. He should analyze in detail correspondence, forms, reports, directives, mail and file procedures. He should understand why they exist, know what needs to be improved and know the people involved in these procedures.
 3. Historical background criteria - the records manager should know the organization, its origin, development, history and esprit de corps.
 4. Common Sense Criteria

These four criteria were outlined by Dr. Wayne Grover, the Archivist of the United States.

- f. The records manager must be enthusiastic and patient because in the business of records management you must be able to sell your programs to the operating officials. If you cannot sell your entire program all at once, you must be patient and try again in the future.
- g. There must be a basic regulation to spell out the program including the objectives, responsibilities and duties of records managers both in the central staff and in the operating elements. A basic files plan should be a part of this regulation.
- h. A detailed study (TAB A) has been made to show the amount of records management work in each of the agency components. This study included volume of records both in current office space and the Records Center, number of forms, volume of correspondence and physical location of organization units. Based on this study, Records Management Career Service (TAB B) is recommended. The duties of this career service are outlined in TAB C.

4. Conclusion:

That a formal Records Management Career Service is needed within the Agency to allow for the maximum benefit of the Agency Records Management activities. This action will facilitate the carrying out of the Agency's mission.

5. Recommendation:

That the attached plan for Career Service (TABS B and C) be approved.

Agency Records Management Officer

Concur: Deputy Director for Administration

Approved: Executive Director

Annexes:

TAB A Study of Records Management Work Load by Components
TAB B Organization Chart for Career Service
TAB C Responsibilities of Career Service